King County Consortium Consolidated Housing and Community Development Plan

Strategic Plan

Draft for Public Review and Comment Available August 13, 2004

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Goal I: Ensure Decent, Affordable Housing

Affordable Housing Objective #1: Preserve and expand the supply of affordable rental housing available to low- and moderate-income households, including households with special needs. .

a. Strategy: Make capital funds available for the construction, acquisition, and rehabilitation of new units of quality, permanent rental housing for low- and moderate-income households, including the acquisition of land on which to build affordable or mixed-income rental housing; and the preservation of existing affordable rental housing units.

<u>Fund Sources</u>: Federal CDBG and HOME dollars, local Housing Opportunity Fund (HOF) dollars from King County, Regional Affordable Housing Program (RAHP) dollars, occasionally local cities' dollars, and occasionally special needs housing dollars for specific populations, such as persons with developmental disabilities and mental illness.

<u>Fund Limits and other details:</u> Refer to the *King County Consortium Procedures and Guidelines* adopted by the Consortium's Joint Recommendations Committee.

<u>Long- and Short-term Outcomes for Affordable Housing Objective 1, Strategy a:</u>

AH 1a. Short-term Outputs

1) Average number of rental units to be funded annually:

300 units of rental housing¹

At least 50 of the 300 units of rental housing shall be targeted to persons/households with special needs²

2) Average number of renter households to be served annually:

500 renter households³ (see table below for breakdown of households types and income levels)

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¹ This number is an estimate, as the type of projects funded and other factors may affect the annual outputs.

² Special needs includes the elderly, frail elderly, homeless households and persons with disabilities. Persons with disabilities includes, but is not limited to, persons with mental illness, persons with alcohol dependency or in recovery from alcohol/chemical dependency, persons with developmental disabilities, and persons with HIV/AIDS.

³ See note 1.

Average Number of Renter households to be served annually by household type and income:

	At or Below 30% of Area Median Income (AMI)	31% to 50% of AMI	51% to 60% of AMI	61% to 80% of AMI
Small Related Households (2-4	50	65	12	6
persons)	High Need	High Need	Medium Need	Medium Need
Large Related Households (5+	15	40	6	3 Medium
persons)	High Need	High Need	Medium Need	Need
Elderly Households	25	40	6	3
	High Need	High Need	Medium Need	Medium Need
Households with Special Needs	30	20	6 Medium	3 Medium
	High Need	High Need	Need	Need
All Other Households	55	85	20	10
	High Need	High Need	Medium Need	Medium Need
Total Renter	175	250	50	25
Households Served Annual Goal = 500				_

AH 1a. Short-term Outcome:

300 units of rental housing will be completed annually.

AH 1a. Long-term Outcome:

The percentage of tenants at or below 50% of Area Median Income who are cost-burdened or severely cost-burdened will be reduced⁴.

AH 1a. Long-term Outcome Indicator:

2010 census data will be used to compare the percentage of costburdened and severely cost-burdened tenants between 2000 and 2010.

i. Priorities in allocating limited capital funds for affordable housing

The priorities below were developed out of the needs assessment portion of this plan; needs were analyzed from census data, HUD tabulated data, market studies and the stakeholder and public input processes.

Priorities, as established in this section, are not the sole criterion on which affordable renter housing project applications are evaluated. Projects are also evaluated for quality, feasibility and sustainability. If projects are generally equal in terms of quality, feasibility and sustainability and there is competition for funds, preference will be given to projects that serve priority needs, either in whole, or in part.

In making housing project funding decisions the Consortium will consider the fact that higher up-front costs may be needed to produce housing units serving the lowest-income households, as well as the fact that there may be higher costs to acquire property in areas of the County that are less affordable to low- to moderate-income households. These factors may reduce the number of units funded and/or created annually.

Populations

- Households at or below 30% of area median income (AMI)
- Households from 31% to 50% of AMI
- Households with Special Needs⁵
- Homeless housing the Consortium will follow the recommendations of the Committee to End Homelessness

⁴ Please note a significant number of very low-income households do not currently experience a housing cost burden because of Section 8 subsidy assistance; if there are any significant cut-backs in Section 8 subsidies during the period of this plan, such cuts could affect our outcome and we will need to take that loss into account in the data comparison. ⁵ See note 2.

(CEH); forthcoming in the CEH Ten Year Plan to End *Homelessness*, incorporated herein by this reference. Based on the currently published objectives of the CEH, the Consortium will employ the following general guidelinesf⁶:

- 1) capital funds will generally not support new shelters⁷
- 2) capital funds will generally not support new transitional housing units/projects unless the project allows households to "transition-in-place"9
- 3) permanent supportive housing will be prioritized
- 4) permanent housing options for those at or below 30% of AMI will be prioritized

Acquisition and Rehabilitation of market-rate rental property to improve the quality of existing rental housing stock and preserve it as affordable for low- to moderate-income households.

- Units serving households at or below 30% AMI
- Units serving households from 31% to 50% AMI

New Construction of rental housing that is affordable to low- to moderate- income households.

Units serving households at or below 30% AMI.

Mixed-income and/or mixed-use housing projects that complement local planning efforts and contain some portion of units for very lowincome households.

- Mixed Income projects provide a means to generate cash flow from some units to support much-needed very low-income units, which are a priority under this plan; mixed income projects should be socially and economically integrated.
- KCHA HOPE VI Project the redevelopment of Park Lake Homes public housing into a mixed income community that integrates the public housing throughout the community and diversifies the housing stock in this area of concentrated poverty.

Preservation of existing affordable housing affordable to households at or below 50% of area median income that is at risk of conversion to market rate housing.

⁷ As a general rule, the Consortium will not fund new emergency shelters, but there may be some exceptions.

⁸ As a general rule the Consortium will not fund new traditional transitional housing units, but there may be some

⁶ These guidelines may be subject to change pursuant to the final *Ten Year Plan to End Homelessness*.

exceptions.

9 "Transition-in-place" means that a household can stay in their current housing unit when they "graduate" from the need for transitional services; the service provider then shifts the transitional services to another unit in the same housing complex for a newly housed, formerly homeless household.

Strategic planning to acquire desirable land for affordable housing.

Capital funds may support the acquisition of land for priority
affordable rental housing in areas that are targeted for future
transportation and/or in areas slated for higher density
development. In any given funding round, this priority must be
weighed in the context of the number of strong, feasible
applications for projects that are ready to go forward in the near
future to meet affordable housing needs.

Urban Sub-Area Priorities

- Projects in the South Urban Sub-Area will generally be a higher priority if they are acquisition and rehabilitation projects.
- The Consortium prefers that new construction projects be done in the East and North Urban Sub-Areas
- All priorities are needed in the East and North Urban Areas.

<u>ii. Determining that housing projects are consistent with the Consortium's Consolidated Plan for other funding sources</u>

- In order to streamline the process of obtaining a certification of consistency for housing projects in the Consortium, King County HCD staff will provide certifications and relocation approvals for housing projects that will be located in any jurisdiction that is a member of the CDBG Consortium. King County staff can provide both certifications and relocation approvals for HOME jurisdictions that have their own Consolidated Plan and receive a direct CDBG entitlement. HOME jurisdictions that choose to do their own certifications for all projects seeking certifications for any funding source will coordinate early with King County staff when relocation approval by King County is required.
- The Consortium will use our priorities as a general guide for certifying projects as consistent. The Consortium will look for a tangible public benefit from such projects:
 - 1) the project will lower rents, in whole or in part, as compared to market rate rents for the area where it will be located;
 - 2) The project will provide some units for the most costburdened residents of the Consortium: very low-income households at or below 30% of AMI;
 - 3) The project has a relocation plan that is consistent with the Consortium's relocation policies and a budget that will cover the relocation needs of the tenants that may be displaced by the project.

<u>b. Strategy</u>: Make capital funds available to rehabilitate existing rental units for low- to moderate-income households. This strategy is different from acquisition and rehabilitation in Strategy a). Strategy b addresses the rehabilitation needs of already existing affordable housing, or existing for-profit housing in which the owner is willing to restrict the affordability of the rents for a specified period of time; a portion of the units will be modified to make the rental unit accessible to a low- to moderate-income tenant with a disability.

Fund Source(s): Federal HOME and CDBG dollars, and occasionally dollars that are targeted for special needs populations.

<u>Fund Limits and other details:</u> Refer to the *King County Consortium Procedures and Guidelines* adopted by the Consortium's Joint Recommendations Committee.

<u>Long- and Short-term Outcomes for Affordable Housing Objective 1,</u> Strategy b:

AH 1b. Short-term Outputs

5 – 100 units will be rehabilitated and/or modified annually.

AH 1b. Long-term Outcome:

The tenant(s) have an improved quality of life due to the improvements/rehabilitation and/or modification(s).

AH 1b. Long-term Outcome Indicator:

Tenant-based survey.

Other Strategies under Objective #1 - King County staff will work in partnership and/or coordination with Consortium City staff and community stakeholder organizations on these strategies. These strategies do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

c. Strategy: The Consortium will support the creation of affordable rental housing in the private market through zoning and incentive programs in all Consortium jurisdictions, such as impact fee waivers, density bonuses, inclusionary zoning and allocation of surplus County or City property for affordable housing; County staff will provide technical assistance, as needed, to help Consortium cities meet Countywide Planning Policy goals for affordable housing.

d. Strategy: The Consortium will work on the development of a program to fund affordable housing projects that:

- Are environmentally sound ("green" housing); and
- Are sustainable; and
- Are projected to save on long-term costs for the owner and the residents; and
- Are designed to accommodate all persons, regardless of their level of mobility; and
- Allow residents to age in their home.

This program may adopt LEED or a similar system of environmental standards, as well as "universal design" standards for affordable housing project applicants that volunteer to participate. The Consortium will coordinate efforts to implement this program such that participating projects do not encounter barriers from local codes that may conflict with the adopted standards.

- <u>e. Strategy:</u> Provide housing development technical assistance to non-profit organizations, with priority for assistance given to organizations that are relatively new to housing development or organizations that wish to expand their services into King County outside the City of Seattle and that serve the highest priority populations.
- <u>f. Strategy:</u> Provide a credit enhancement program that promotes the development of housing for low- to moderate-income households, and explore other innovative methods of assisting with the financing of affordable housing.
- g. Strategy: Collaborate with the King County Housing Authority to support the planning process and development of the Greenbridge Hope VI mixed-income housing and community development project at the Park lake Homes site in White Center. This work may be done in conjunction with a neighborhood revitalization strategy to be developed with the White Center community (see Goal #3, Objective #4).
- h. Strategy: Support legislation and other initiatives designed to increase state and local funding and other support for affordable housing; coordinate with statewide and community-based housing agencies to provide housing education for the public and policy makers in order to build support to increase the housing funding base and to enhance acceptance of affordable housing.
- i. Strategy: Work with local housing authorities to provide mutual support and coordination on affordable housing planning issues, on applications for various programs, including rental assistance and vouchers targeted to persons with disabilities, project-based vouchers that complement the Consortium's priorities, and on the development of other programs that benefit our region. Participate in efforts to educate and inform landlords about the benefits of participating in the Section 8 program.
- j. Strategy: Coordinate with housing funders, and housing information and advocacy organizations to streamline funding applications, contracting and monitoring processes.

k. Strategy: Special Needs Housing Coordination - Work with housing funders, mainstream service systems (such as the developmental disabilities system, the drug/alcohol system, and the mental health system), and housing referral, information and advocacy organizations to plan for community-based housing options for persons with special needs; to develop supportive housing plans and partnerships for populations that need enhanced housing support in order to be successful in permanent housing; to advocate for funding for the operations and maintenance of housing for very low-income households and households with special needs, and for the services needed for supportive housing; partner with the King County Developmental Disabilities Division (KCDDD) to provide housing program(s) that expand community-based options for persons with DD and explore similar opportunities with systems that serve other special needs populations; encourage and support housing developers' in applying for HUD Section 202 and 811 programs to provide housing for seniors and persons with disabilities.

Affordable Housing Objective #2: Preserve the housing of low- to moderate-income home owners, and provide programs for low- and moderate-income households that are prepared to become first-time home owners. In most cases this will involve improving or increasing access to the existing stock of ownership housing, but in some cases this may involve creating new ownership housing.

<u>a. Strategy</u>: Make capital funds available to repair and/or improve, including accessibility improvements, the existing stock of homes owned by low- to moderate-income households (includes individual condominiums, townhomes, and mobile/manufactured homes). Programs funded under this strategy include, but are not limited to, the major home repair program, emergency home repair program, and mobile home repair program.

Fund Sources: Federal CDBG and HOME dollars.

<u>Fund Limits and other details:</u> Refer to the *King County Consortium Procedures and Guidelines* adopted by the Consortium's Joint Recommendations Committee.

<u>Long- and Short-term Outcomes for Affordable Housing Objective 2, Strategy a:</u>

AH 2a. Short-term Outcomes:

300 homes improved/repaired annually.

300 low- to moderate income homeowners receive services to repair/improve their existing home (See table below for breakdown of household income levels).

AH 2a. Long-term Outcome:

The provision of safe, decent, sanitary housing and improved quality of life; in some cases improved quality of life allows a home owner to continue to live independently in their home

AH 2a. Long-term Outcome Indicator:

Owner survey instrument is completed after the program has assisted them.

Average number of owner households to be served annually by income level:

	At or below 30% of Area Median Income	31% to 50% of AMI	51% to 80% of AMI	Total Owner Households Served Annual Goal
Owner Households	105	120	75	300

<u>b. Strategy</u>: Make funds available for first-time home buyer education, housing counseling and down payment assistance for low- to moderate-income households who are prepared to purchase their first home; especially households who are underserved in the housing market, including households with special needs.

Fund Sources: HOME, HOME American Dream Downpayment Initiative (ADDI), occasionally CDBG and funds targeted for special needs populations.

<u>Fund Limits and other details:</u> Refer to the *King County Consortium Procedures and Guidelines* adopted by the Consortium's Joint Recommendations Committee.

<u>Long- and Short-term Outcomes for Affordable Housing Objective 2, Strategy b:</u>

AH 2b. Short-term Outcome:

Homebuyer services and assistance provided to 10 - 35 households per year.

AH 2b. Long-term Outcome(s):

- 1) Success as a homeowner and satisfaction with homeownership over time.
- 2) The homeowner has built some equity in their home, and in some cases has increased their equity because the home has increased in value over time.

AH2b. Long-term Outcome Indicator(s):

Owner-based survey instruments will be used at one year and five years after homeownership is achieved; property assessment records will be utilized every five 5 years.

Other Strategies under Objective #2 - King County staff will work in partnership and/or coordination with Consortium City staff and community stakeholder organizations on these strategies. These strategies do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

- <u>c. Strategy:</u> Support the creation of a range affordable home ownership opportunities through zoning and incentive programs in all Consortium jurisdictions, such as impact fee waivers, density bonuses, inclusionary zoning and the allocation of surplus County or City property; County staff will provide technical assistance, as needed, to help Consortium cities meet Countywide Planning Policy goals for affordable housing.
- <u>d. Strategy</u>: Make capital funds available, as feasible, for the acquisition of land on which to construct affordable ownership housing, to be held by a community land trust, especially land that is in an area targeted for future transit and/or slated for higher density development; make capital funds available, as feasible, for the development of units of affordable ownership housing for low- to moderate-income households; this strategy will be evaluated for feasibility as opportunities arise.
- e. Strategy: Support the Seattle-King County Coalition for Responsible Lending ("SKCCRL") in combating the devastating effects of predatory lending in the King County region and working with other organizations to coordinate efforts, such as the King County IDA Collaborative. Work with the Coalition to provide funds for predatory lending counseling and/or gap financing for eligible clients seeking a "rescue" loan who have been a victim of predatory lending and are at risk to lose their home.
- f. Strategy: Support the acquisition and preservation of mobile home parks to protect low- and moderate-income mobile home owners who might otherwise be displaced due to redevelopment. Explore a comprehensive strategy to ensure the long-term affordability of mobile home parks that currently have an agreement with the County beyond the length of the agreement, including strategies to have parks owned by park residents.
- g. Strategy: Work with local housing authorities, other funders and financial institutions on the planning and development of Section 8 homeownership program(s) in our region. A Section 8 homeownership program would work with households that are prepared to become homeowners to use a Section 8 voucher to help subsidize the purchase of a home rather than ongoing rent.

- <u>h. Strategy:</u> Work with special needs populations and stakeholders to develop homeownership opportunities for special needs households for whom home ownership is appropriate
- i. Strategy: Work with community stakeholders to plan for and support programs that reduce the cost of homeownership for low- to moderate-income households, such as land trusts, limited-equity co-ops, and sweat equity programs.
- <u>i. Strategy:</u> Support the work of the King County Housing Authority to ensure that there are affordable ownership opportunities for low- and moderate-income households, especially Park Lake Homes tenants who are prepared for home ownership, in the Greenbridge HOPE VI project in White Center.
- <u>k. Strategy:</u> Advocate for a waiver or regulatory change to enable the Consortium to assist low- to moderate-income condo owners with the payment of common area repair assessments that exceed regular homeowner dues and are unaffordable to the low- to moderate-income condo owner.

Affordable Housing Objective #3: Plan for & support housing initiatives designed to increase access to housing, and housing programs and services for low- to moderate-income households; King County staff may work with Consortium city staff and community stakeholder agencies on these strategies. These strategies do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

- a. Strategy: Work with community stakeholders to refine and/or develop efficient affordable housing search mechanisms that are sensitive to culture and language; that assist low- to moderate-income households in finding available units of affordable housing, accessing applications for such affordable housing in an efficient manner, and locating housing units that are accessible to persons with a disability.
- <u>b. Strategy</u>: Work with housing and community stakeholders to find and implement ways to reduce the move-in cost burden barrier to securing permanent housing for low- to moderate-income households, such as a security deposit bond program.
- c. Strategy: Work to carry out the goals of the Universal Design Coalition. Universal Design is defined as "the design of products and environments to be useable by all people, to the greatest extent possible, without the need for adaptation or specialized design." The Northwest Center for Universal Design Coalition is a group of King County professionals and private citizens organized to promote universal design principles in all home environments.

The Coalition's mission is to serve as a forum to educate, discuss, plan and promote the incorporation of universal design principals, products and processes into in both private and public spaces and to the overall environment. The Coalition has formulated both one and five-year goals to carry out its mission. These goals include: 1) developing a strategic plan that prepares the Coalition to advocate for public policy changes pertaining to universal design, 2) retrofitting a home to showcase the

elements and benefits of universal design; 3) bringing universal design features to public spaces; and 4) increasing public awareness of universal design.

- d. Strategy: Explore effective means to provide outreach to the community about our programs and services that are directly accessible by the public in ways that are culturally sensitive and that provides information in different languages. Work with housing authorities and community agencies to provide targeted outreach to federally subsidized tenants and other low- to moderate-income tenants who are prepared to work towards the goal of achieving home ownership.
- e. Strategy: Increase access to housing for persons/households with special needs; partner with the King County Developmental Disabilities Division to provide technical assistance on housing issues to the WA State Division of Developmental Disabilities and to increase access to affordable housing for clients on the State DDD caseload. Explore similar partnerships with other systems that serve special needs populations.

f. Strategy: Fair Housing Planning and Actions.

- i. Analysis of Impediments to Fair Housing Choice and Fair Housing Action Plan
 - a) The Consortium will be developing a new Analysis of Impediments ("AI") to Fair Housing Choice and a new Fair Housing Action Plan in 2005.

The key action items of the Consortium's current Fair Housing Action Plan have been continuously updated with fresh strategies as we have gathered new data from fair housing enforcement agencies and community agencies.

- b) The major impediments identified in the Consortium's AI:
 - Housing Discrimination Impediments:
 - 1) rental market discrimination, with the most notable discrimination occurring on the basis of race, national origin, disability and familial status:
 - 2) discriminatory financing in home ownership, including predatory lending, on the basis of race or national origin and sometimes age;
 - 3) discriminatory zoning issues and practices or discrimination from housing associations;
 - Administrative Practice Impediments:
 - 1) citizens have a hard time accessing fair housing right information;
 - 2) confusion about where to go for help with fair housing and where to send people for help
 - 3) most cities do not have the capacity to have their own fair housing enforcement mechanism, yet this is where most discrimination occurs;
 - 4) subrecipients are not monitored for fair housing compliance

Lack of Adequate Affordable Housing

c) The major fair housing planning initiatives of the Consortium

• Fair Housing Education and Outreach:

- King County staff continue to partner with civil rights enforcement agencies and community-based legal services agencies to conduct fair housing education forums for housing providers that receive funding through our programs, other housing providers, human services providers and city staff from the Consortium cities
- 2) King County staff continue to work with community partners to disseminate fair housing information to the community and to community advocates who can help people get to the right agency for assistance
- King County staff will continue to support the Seattle-King County Coalition for Responsible Lending, a regional organization that works to stop discrimination in lending and predatory lending.

Fair Housing Conferences and Meetings

- King County staff will continue to work with local civil rights enforcements offices and other community agencies to sponsor and attend fair housing conferences, and to notify city staff and community agency staff about opportunities to learn more about fair housing at conferences
- The King County Consortium will hold an annual meeting of the participating HOME cities to discuss the Fair Housing Action Plan

Fair Housing Enforcement

- 1) King County will continue to support the King County Office of Civil Rights ("KCOCR"), which provides fair housing enforcement, as well as education and training
- 2) The King County Consortium will work with the WA State Human Rights Commission on enforcement issues in incorporated cities where the KCOCR does not have jurisdiction

Fair Housing Technical Assistance

1) King County staff continue to provide fair housing technical assistance to housing providers, housing authorities, Consortium cities, agencies serving persons with disabilities and other service providers – this assistance often helps to solve problems and get people the help that they need.

Homelessness Objective #1: Support Programs that Prevent Homelessness

a. Strategy: Continue to allocate funds for the Consortium-wide Housing Stability Program, a program that provides grants, loans and counseling to households facing an eviction or foreclosure, or to households trying to secure the funds to move in to permanent rental housing. The Consortium will explore an amendment to the Consortium's Interlocal Cooperation Agreement in order to expand this program in 2006 and beyond.

Fund source(s): CDBG Public Services Funds.

<u>Fund Amount</u>: The Housing Stability Program will be held at the status quo amount of \$300,000 for the year 2005, pursuant to the existing Interlocal Agreement. The Consortium will explore amending the agreement and increasing the funding for this program in 2006, pursuant to the needs assessment portion of this plan.

Long- and Short-term Outcomes for Homelessness Objective 1, Strategy a:

H 1a. Short-term Outputs:

- 1) Evaluate the Housing Stability Program for increase in relation to other human services
- 2) 200 households are served annually, with a proportionate increase in number of households to be served in 2006 and beyond.

H 1a. Short-term Annual Outcome:

Households served remain stable in permanent housing.

H 1a. Annual Outcome Indicator:

Percentage of households that remain permanently housed six (6) months after receiving assistance. Data is obtained through client and landlord interviews/surveys.

H 1a. Long-term Outcome:

The percentage of households that lose stable housing and become homeless due to emergent circumstances is reduced over time.

H 1a. Long-term Outcome Indicator:

The Consortium will work with the Committee to End Homelessness to determine a potential way to measure this outcome in the future.

- b. Strategy*: Support other initiatives and programs designed to prevent homelessness.
- c. Strategy*: Ensure that Consortium homelessness prevention initiatives and programs are consistent with the Ten Year Plan to End Homelessness to be adopted by the Committee to End Homelessness in 2004.
- *Strategies b. and c. in this objective do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

<u>Homelessness Objective #2:</u> Support a range of permanent affordable housing options for homeless households.

a. Strategy: Fund permanent supportive housing through the Shelter Plus Care program.

Long- and Short-term Outcomes for Homelessness Objective 2, Strategy a:

H 2a. Short-term Outputs:

464 units of permanent supportive housing funded annually.

H 2a. Short-term Annual Outcome:

Persons/households served remain housed and increase their housing stability.

H 2a. Annual Outcome Indicator:

Number and percentage of households that remain permanently housed six (6) months after entering the Shelter Plus Care program. Data to be obtained through client/provider interviews and/or surveys.

H 2a. Long-term Outcome:

The percentage of disabled people who are homeless, including chronically homeless persons, declines over time.

H 2a. Long-term Outcome Indicator:

The Consortium will work with the Committee to End Homelessness to determine a potential way to measure this outcome in the future.

- b. Strategy*: Seek and implement additional opportunities to provide permanent supportive housing, such as the Taking Health Care Home Initiative.
- c. Strategy*: Coordinate with public housing funders, community-based organizations, housing organizations and other stakeholders to plan for a range of permanent housing units that serve very low-income households at 30% of AMI and below, and that are targeted to serve homeless households, including bunkhouses, SRO's and units that allow households to "transition in place".
- d. Strategy*: Ensure that all initiatives and programs related to permanent supportive housing for the formerly homeless, and other forms of permanent housing targeted to homeless households are consistent with the Ten Year Plan to End Homelessness in King County.
- * Strategies b., c. and d. in this objective do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

Homelessness Objective #3: Provide programs and services to address the temporary housing needs and other needs of households when homelessness occurs.

<u>a. Strategy</u>: Allocate funds for emergency shelter and transitional housing programs for operations and maintenance, supportive services and rental assistance.

Long- and Short-term Outcomes for Homelessness Objective 3, Strategy a:

H 3a. Short-term Outputs:

83,000 bednights of emergency shelter provided annually.

140,000 unit nights of transitional housing annually.

H 3a. Short-term Outcome:

Homeless persons/households are safe and sheltered from the elements for another night.

H 3a. Long-term outcome for some shelters and all transitional housing:

Homeless persons/households are moved along a housing continuum which increases their housing stability.

<u>H 3a. Long-term outcome indicator(s) for some emergency shelters and all transitional housing:</u>

- Number and percentage of individuals and/or households who move from emergency shelter to transitional or permanent housing.
- Number and percentage of individuals and/or households who move from transitional housing to other transitional housing or to "transitioning in place".
- Number and percentage of individuals and/or households who move from transitional housing to permanent housing or who graduate from transitional housing services and remain in their unit as permanent housing.
- <u>b. Strategy:</u> Ensure that all initiatives and programs related to the provision of emergency shelter and transitional housing are consistent with the Ten Year Plan to End Homelessness in King County

Homelessness Objective #4: Approach homelessness planning and coordination as a regional issue, and work with the Committee to End Homelessness, cities, housing funders, community agencies and homeless people to achieve such coordinated efforts. These strategies do not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

- a. Strategy: The Consortium will ensure that all homeless projects and initiatives supported with local, state & federal funds are consistent with the vision, principles and recommendations of the Ten Year Plan to End Homelessness in King County, adopted by the Committee to End Homelessness in 2004, and any subsequent updates that may occur over the span of this 5-year Consolidated Plan.
- <u>b. Strategy:</u> The Consortium will continue to provide leadership & participation in the countywide McKinney Continuum of Care annual competitive funding round, or its successor.
- <u>c. Strategy:</u> The Consortium will participate in efforts to improve the efficiency and accountability of the regional homeless service system, particularly through the Homeless Management Information System Safe Harbors.

Goal III: Establish and Maintain a Suitable Living Environment and Expand Economic Opportunities

<u>Community/Economic Development Objective #1</u>: Improve the ability of health & human service agencies to serve our low- to moderate-income residents effectively and efficiently.

<u>a. Strategy:</u> The Consortium will allocate funds for priority human services as identified in the needs assessment portion of the plan. The Consortium will explore the possibility of increasing the amount of funds allocated for homeless services, including homelessness prevention (the highest identified service need) for the 2006 funding cycle, through an amendment of the Consortium's Interlocal Cooperation Agreement.

Fund Sources: CDBG Public Services funds and occasionally local funds.

<u>b. Strategy</u>: Support human services identified by Consortium jurisdictions, in addition to the highest priority needs identified Consortium-wide, needs identified by Consortium jurisdictions will also be supported.

<u>Fund Sources:</u> CDBG Public Services funds and occasionally local funds.

<u>Long- and Short-term Outcomes for Community/Economic Development</u>
Objective 1, Strategies a and b:

CD/ED 1a. & 1b. Short-term Human Services Outputs:

50,000 unduplicated persons served annually.

CD/ED 1a. & 1b. Outcomes and Outcome Indicators:

Outcomes and outcome indicators for the various service areas will be consistent with the King County Regional Outcomes Alignment Planning Process.

<u>c. Strategy*</u>: The Consortium will explore whether there are human services needs that are specific to particular neighborhoods as we explore potential "Neighborhood Revitalization Strategy" areas (see Community/Economic Development Objective #4 below).

- * Strategy c. of this objective does not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.
- d. Strategy: Make CDBG capital funds available to improve the capacity of health and human service agencies to provide priority human services to our low- to moderate-income residents effectively and efficiently.

<u>Long- and Short-term Outcomes for Community/Economic Development Objective 1, Strategy d:</u>

CD/ED 1d. Short-term Outputs:

3 community facility projects completed annually.

CD/ED 1d. Long-term Outcomes:

- a) Human service agencies/providers have been able to: 1) increase the amount or type of services they provide, or 2) increase the number of people they serve, or 3) increase the quality and/or accessibility of service provision.
- b) Community facilities are located in communities such that they are easily accessed by public transit.

CD/ED 1d. Long-term Outcome Indicators:

- a) Agencies/providers will provide outcome data through project accomplishment reports.
- b) The Consortium will work to develop an effective measure for this outcome.
- <u>e. Strategy*</u>: The Consortium will explore a structure for coordination in the allocation of funds for regional community facility projects.
- * Strategy e. of this objective does not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

<u>Community/Economic Development Objective #2:</u> Improve the living environment in low- & moderate-income neighborhoods/communities in accordance with jurisdictions' adopted Comprehensive Plans and the Countywide Planning Policies.

a. Strategy: Make CDBG capital funds available for high priority public infrastructure improvements, accessibility improvements and/or park facility needs in a range of low- to moderate-income areas of the Consortium.

<u>Long- and Short-term Outcomes for Community/Economic Development Objective 2, Strategy a:</u>

CD/ED 2a. Short-term Outputs:

3 public infrastructure/park facility projects completed annually.

CD/ED 2a. Long Term Outcome:

The community is a healthier and/or safer place to live and/or has more public amenities, including increased accessibility for persons with disabilities.

CD/ED 2a. Long-term Outcome Indicator(s):

Project accomplishment reports will be used to gather data after the project has been completed and there has been an adequate amount of time to assess the impacts of the project on health, safety and/or increased amenities for the community.

<u>b. Strategy</u>: Revitalize deteriorated areas with high rates of poverty in the Consortium. In particular, King County will work with the White Center community to develop a Neighborhood Revitalization Strategy ("NRS") for this area, which has the highest poverty rate in the County. The Consortium will explore whether there are other high poverty areas that may benefit from an NRS; Consortium cities will lead the process of exploring whether there are any areas within their jurisdiction that may benefit from a NRS. The Consortium may develop a work group to identify and develop NRS plans.

Outcomes for Community/Economic Development Objective 2, Strategy b:

CD/ED 2b. Outcomes:

Will be determined independently for each NRS developed. One outcome may be to locate a new community facility in each NRS area, if determined to be appropriate. Outcomes may also include assessing an NRS area for increases in property values, safer streets, less crime, etc.

<u>c. Strategy:</u> Assist small and/or economically disadvantaged businesses located in predominantly low- to moderate-income communities in obtaining financing to rehabilitate and/or improve their commercial property. These projects may or may not be connected with a NRS.

Fund Sources: Federal CDBG; leveraged private investments.

<u>Long- and Short-term Outcomes for Community/Economic Development Objective 2, Strategy c:</u>

CD/ED 2c. Short-term Outcome:

4 commercial property improvements annually.

CD/ED 2c. Long-term Outcome:

The commercial property increases its assessed value over time.

CD/ED 2c. Long-term Outcome Indicator:

Property assessment data will be used to determine relative increase in value – the Consortium will be exploring methods for comparison to assess relative increase in value.

<u>Community/Economic Development Objective #3</u>: Expand economic opportunities for lowand moderate-income persons. This objective will be carried out under the umbrella of the following principles:

- 1) The strategies of this objective will be carried out in a manner that is consistent with the economic development vision contained in the updated Countywide Planning Policies.
- 2) Assistance to for-profit businesses will be provided in a manner that maximizes public benefits, minimizes public costs, minimizes direct financial assistance to the business and provides fair opportunities for all eligible businesses to participate.

<u>a. Strategy</u>: Assist businesses to create or retain jobs for low- and moderate-income persons, by providing: 1) technical assistance, and/or 2) CDBG loans and loan guarantees.

Fund Sources: Federal CDBG, and occasionally local government funds.

<u>Long- and Short-term Outcomes for Community/Economic Development</u>
Objective 3, Strategy a:

CD/ED 3a. Short-term Outputs:

25 business assisted annually, at least 20 of which are small and/or economically disadvantaged.

CD/ED 3a. Long-term Outcome:

Employment opportunities for low- to moderate-income persons are retained and/or increased.

CD/ED 3a. Long-term Outcome Indicator(s):

100 jobs are created or retained between 2005 and 2009¹⁰

<u>b. Strategy*</u>: Assist low- to moderate-income persons in obtaining liveable wage jobs, through the provision of job training and placement and other employment services (i.e., peer support programs, counseling, childcare, transportation, etc.).

Fund Sources: Federal CDBG, EPA, occasionally state and local government funds.

* Strategy b. of this objective does not have annual output or outcome goals, and will be reported on, as progress occurs, in narrative fashion.

¹⁰ This is an average of 20 jobs per year retained or created, but the annual figure may vary greatly. Some years there will be fewer, but in other years we will have opportunities to create/retain a much larger number of jobs through the provision of CDBG interim (float) loans or Section 108 loan guarantees.